WORKING MATERIAL 2.4 · CHAPTER 2 — THE OPERATIONAL PERSPECTIVE · SETTING: JIUFEN, TAIWAN

Risks and Opportunities with Simple Means

Source: Francesco Dore, The Helm and the Lens, Volume 9a — The Small Property, subchapter 2.4 (book page 249)

GUIDING QUESTION

What could hit your house hardest this season, and what have you already done about it? And which opportunity have you left lying for years because nobody wrote down who would take care of it?

1 · Verification Pact: market claims against the standard

Copied from the book. The last column is for your property: what holds here, and how you know it.

What is claimed	Binding?	What actually holds	In our property
Without a risk matrix you do not meet the standard	No	The common core prescribes no method and no matrix (6.1)	
Every risk needs a rating for likelihood and severity	No	Risks and opportunities must be determined and actions planned (6.1)	
Opportunities are optional; risks are what count	No	Clause 6.1 names both; improvement is one of its purposes	
A risk analysis to ISO 31000 is mandatory	No	ISO's small-enterprise handbook states that ISO 9001 does not require it	
The hazard assessment for workers replaces the risk list	Only partially true	It covers hazards to workers; the list refers to it rather than repeating it	
Writing actions down is enough	No	Actions are integrated into processes and their effectiveness evaluated (6.1)	

2 · Common mistakes — a self-check

Tick each mistake you recognise in your own property, and note where it shows.

☐ Mistaking the rating for the work, so that every cell is filled and no action is decided.

☐ Keeping what matters most only in the owner's head, where nobody finds it in an emergency.

☐ Never testing an action, so that an untested pump reassures until the water comes.

☐ Staying silent about people, although the greatest risk often sits at the tea table.

☐ Forgetting opportunities and leaving enquiries in the inbox.

☐ Keeping legally required records twice, so that two versions of one hazard drift apart.

☐ Treating a matrix as mandatory when the common core prescribes no method.

☐ Leaving the list in a drawer instead of reading it monthly and reviewing it once a year.

3 · A Checklist for a One-Page Risk List

The book's checklist, with a column for your own answer.

Question	Why it matters	Our answer
Does our list fit on one page?	A list too long to work through is not worked through	
Does it rest on our context and interested parties?	Clause 6.1 requires considering issues and requirements	
Does it include opportunities with their own actions?	Improvement is one of the purposes of 6.1	
Does it include the uncomfortable risks about people?	The greatest risk often sits at the table	
Does every row have an action, a name and a date in an existing routine?	Actions must be integrated into processes	
Does every row say how we will recognise the effect?	Effectiveness must be evaluated, as the untested pump shows	

4 · What would show this is working

Questions drawn from the subchapter's reading of the standards and its practical application. Clause numbers in brackets point to the harmonized structure or the standard the subchapter names; where the evidence lives, and the sheets named, are this book's method, not a requirement of any standard.

Question	Where the evidence lives	Seen?
Does the list refer to the context sheet and the parties list (6.1, 4.1, 4.2)?	The risk list, with references in the first column	☐
Are opportunities listed alongside risks?	Opportunity rows on the risk list	☐
Has every row an action, a person and a date (6.1)?	The action, person and date columns	☐
Does each action sit in a routine, rota or calendar?	The rota, the calendar or the routine sheet named in the row	☐
Has the effectiveness of each action been evaluated, with a date (6.1)?	The "did it work?" column; the test record, such as the yearly pump test	☐
Are legal records referred to rather than copied?	References to the hazard assessment and the hygiene file	☐

> *What this sheet is not: no management-system standard prescribes this form, and filling it shows conformity with nothing. It is a working aid drawn from the book; the standards' own texts govern the real case, and legal duties are established with competent local expertise. Independent material; not affiliated with or endorsed by ISO or any certification, accreditation or scheme-owning body. The standards' own texts prevail; legal duties must be confirmed locally.*